



Report on Further Efficiencies in the Organization of the Department of Natural and Cultural Resources and the Department of Environmental Quality

April 1, 2016

Prepared by:

Department of Natural and Cultural Resources

Department of Environmental Quality

Wildlife Commission

Purpose of Report

Study Further Efficiencies in Organization of Department of Natural and Cultural Resources and Department of Environmental Quality

S. L. 2015-241, section 14.31.(a)

S.L. 2015-241, section 14.31.(a) directed “the Department of Cultural Resources, in consultation with the Department of Environment and Natural Resources and the Wildlife Resources Commission, shall study and report on the potential for efficiency, cost savings, and alignment of core mission and values that would be created from the transfer of the following agencies, divisions, or programs to the reorganized Department of Natural and Cultural Resources created by Section 14.30 of this act:

- (1) Albemarle-Pamlico National Estuary Partnership.
- (2) Coastal Reserves Program.
- (3) Office of Land and Water Stewardship.
- (4) All or a portion of the Office of Environmental Education and Public Affairs.
- (5) Division of Marine Fisheries.
- (6) Wildlife Resources Commission.”

Background

The 2015 Appropriations Act, SL 2015-241 consolidated all state attractions within the Department of Cultural Resources and renamed the department the Department of Natural and Cultural Resources. The Divisions that were transferred from the then Department of Environment and Natural Resources include

- (1) The Division of Parks and Recreation.
- (2) The State Parks System, including Mount Mitchell State Park.
- (3) The North Carolina Aquariums Division.
- (4) The North Carolina Zoological Park.
- (5) The Museum of Natural Sciences.
- (6) Clean Water Management Trust Fund.
- (7) The Natural Heritage Program, within the Office of Land and Water Stewardship.

The remaining divisions in the Department of Environment and Natural Resources became the Department of Environmental Quality. With the passing of the budget bill on September 18, 2015, the transfer of these departments was effective immediately and was retroactive to July 1, 2015 which is the beginning of the fiscal year. The Office of State Budget and Management (OSBM) has submitted an interim report on the transfer in early 2016 and is submitting a final report April 1, 2016. In addition to the divisions listed above, 40.39 administrative positions were transferred to the new DNCR.

As listed in Appendix A, the Department of Natural and Cultural Resources almost doubled in size as measured by numerous figures. The General Fund Operating Budget increased by 152% to \$163M. DNCR now employs 1,857 full time employees which is a 132% increase relative to the former Department of Cultural Resources. The expanded agency now manages \$40.4M in capital

projects which is a 143% increase and the grants awards increased by 120%. The Financial responsibilities significantly changed with the new levels of P-Cards, E-Procurement and Direct Pays, bank accounts, credit card processing account. The Fixed Assets also significantly expanded in land and buildings under supervision. This transfer required extensive efforts by numerous agencies including but not limited to the Office of State Controller, Office of State Budget and Management, the Office of Human Resources, the State Treasurer and the two agencies affected by the transfer. The efforts to create a successful transfer required a lot of time and attention but by October 8th, 2015 all employees were transferred in Beacon and 2400 employees were recoded in the system. DNCR was fully operational by December 1st, 2015, depositing funds and paying all invoices, 651 million in capital assets transferred and now close to a billion in capital assets for the department.

Current Strategy

In order to determine if there are potential efficiencies and alignment of mission and values, it is important to note the new strategies of both agencies under discussion.

The North Carolina Department of Natural and Cultural Resources (DNCR) now operates with a vision is to be the leader in using the state's natural and cultural resources to build the social, cultural, educational and economic future of North Carolina. The agency includes the four pillars of history, arts, libraries and nature. The mission is to improve quality of life in our state by creating opportunities to experience excellence in the arts, history, libraries and nature in North Carolina by stimulating learning, inspiring creativity, preserving the state's history, conserving the state's natural heritage, encouraging recreation and cultural tourism, and promoting economic development. The vision and mission were slightly adjusted in September, 2015 to accommodate the five new divisions transferred. DNCR continues to operate with three strategic goals in Education, Economic Development and Efficiency.

- Education - Promote opportunities for online, outreach, and onsite educational experiences that are innovative, interactive, and inspirational (but still authentic and memorable) to improve quality of services and to stimulate learning
- Economic Development - Create opportunities for engaging participants through innovative programming, thematic scheduling, and earned income activities for national distinction to promote economic development
- Efficiency – Preserve, conserve and protect North Carolina's natural and cultural Resources in a more efficient and effective manner

The N.C. Department of Environmental Quality's primary mission is to protect North Carolina's environment and advance an all-of-the-above energy strategy that fits North Carolina's needs. In executing this mission, DEQ operates with the broad-based understanding

that the following three fundamental principles are integral components of its protective mandate.

- **Fundamental Philosophy:** In its essence, DEQ is a service organization. Agency personnel, operating within the confines of the regulations, must always be a resource of invaluable public assistance, rather than a bureaucratic obstacle of resistance.
- **Fundamental Economics:** Acknowledging that a traditional cost/benefit analysis is not always fully applicable to matters of the environment, the agency will be continually cognizant that an economic cost/benefit analysis is an integral component of DEQ's public service endeavor.
- **Fundamental Science:** That all decisions are made with a respect and understanding that science will inform decisions on how to best protect the environment and develop energy policy. The relevant science is complex, comprised of many components, and most importantly, contains diversity of opinion. In this regard, all public programs and scientific conclusions must be reflective of input from a variety of legitimate, diverse and thoughtful perspectives.

The outcome is that a collaborative stewardship among the citizens, government regulators and the business community will maintain and enhance North Carolina's environment and natural resources for the benefit and enjoyment of everyone living in or visiting our great state

(1) Albemarle-Pamlico National Estuary Partnership

The mission of the Albemarle-Pamlico National Estuary Partnership (APNEP) is to identify, protect, and restore the significant resources of the Albemarle-Pamlico estuarine [system](#). APNEP pursues its mission with guidance and support from its [Comprehensive Conservation and Management Plan](#) (CCMP), citizen advisory bodies and numerous regional partners. APNEP incorporates an ecosystem-based management approach to achieving its mission in order to promote accountability through effectiveness and efficiency.

Under North Carolina Governor's Executive Order #133, the Department of Environmental Quality (DEQ) currently hosts this regional bi-state collaborative effort where it works closely with the DEQ Divisions of Marine Fisheries, Water Resources, Water Infrastructure, and the Division of Energy, Mineral and Land Resources. Operational funding for APNEP is provided by an annual grant from the US Environmental Protection Agency (EPA), under a 5-year Cooperative Agreement. While NC-DEQ, as administrative host entity, is accountable for APNEP personnel and administration of the Section 320 federal Clean Water Act assistance agreement, the citizen Management Conference (APNEP Policy Board, Science & Technical Advisory Committee, and Implementation Committee) provides the overall policy direction for APNEP. Each unit of the National Estuary Program is guided by its Management Conference (MC) rather than solely by its

host entity. In APNEP's case the required federal match is provided by the expenditure of funds by DEQ and the Clean Water Management Trust Fund to improve water quality within the region.

Consideration

Based on alignment of core mission and values, APNEP's Management Conference (citizen advisory groups), with support of DEQ management, is currently working to establish a new administrative host for the Partnership Office (staff) within the University of North Carolina System. The location of key partners dictate that APNEP's headquarters need to remain in the Triangle area. It is expected to take a minimum of six months to complete negotiations for the transition from DEQ to a new administrative host within the UNC System. This move will not require a legislative change, as APNEP received its authority from the Governor's Executive Order number 133 and does not receive appropriations from the General Assembly. The Partnership is currently in talks with UNC-Chapel Hill's Institute for the Environment as its new host. The director of the Institute is currently working with APNEP to figure out the best arrangement for the program. It is estimated that this will most likely be completed after the end of the current state fiscal year. Nevertheless, DEQ will remain a major partner and has committed to provide post-transition support in the way of partial or full DEQ positions and non-federal matching funds. DNCR does not need to participate in this transition and does not recognize any cost savings or efficiencies to engage with APNEP.

The transfer of APNEP TO DNCR is not recommended.

(2) Coastal Reserve Program

The NC Coastal Reserve Program includes over 42,000 acres in 10 coastal properties. The mission of the program is to "promote informed management and stewardship of North Carolina's estuarine and coastal habitats through research, education, and example." The sites are focused on research, long-term monitoring, training, and education activities that directly support the state coastal management program (through the Division of Coastal Management) as described in 15 NCAC 7O. The sites are fully open to the public and allow for traditional recreational uses that are compatible with these purposes, but the sites are not intended to serve as state "attractions" – that is, we do not actively promote (or discourage) increased public visitation to the sites.

The NC Coastal Area Management Act (CAMA) authorizes the state coastal program, including the Coastal Reserve Program (NCGS 113A-129 et seq). Similarly, the federal Coastal Zone Management Act of 1972 established the national framework for state coastal programs and includes a system of National Estuarine Research Reserves (NERRs; 16 USC 1461 et seq). Four of the ten NC Coastal Reserve sites make up the North Carolina National Estuarine Research Reserve, which is one of 28 reserves within the National Estuarine Research Reserve System. This federal designation and program provides the bulk of the funding for DCM's restoration, research, training, outreach and education programs.

The Division and Coastal Reserve Program have complementary missions to protect coastal resources through regulatory and nonregulatory mechanisms, respectively, as envisioned by the authorizing legislation (CAMA and CZMA). The Coastal Reserve Program serves critical functions within the Division of Coastal Management – in fact, the strong link between the regulatory and

nonregulatory program areas was recently highlighted at a national meeting. DEQ routinely works with the Coastal Reserve program manager and staff to leverage research, demonstration projects, training events (including external stakeholders, internal staff trainings, and training for CAMA Local Permit Officers), monitoring data, and other expertise and facilities in support of our regulatory programs. For example, DEQ's current federal grant includes cost-sharing where Coastal Reserve funding is being used to support estuarine shoreline stabilization training and research activities, as well as internal and external trainings on CRC regulations.

The Coastal Reserve is one section within the Division of Coastal Management, with offices located in Kitty Hawk, Columbia, Beaufort, and Wilmington to serve the geographic distribution of the 10 sites. The Kitty Hawk office is leased from the Town of Kitty Hawk, Columbia office is located at the Pocosin Lakes Wildlife Refuge office, Beaufort office is located at the NOAA Beaufort Lab, and the Wilmington office is located at University of North Carolina Wilmington's (UNCW) Center for Marine Science.

The Reserve program is staffed by 7 DCM employees, 3 UNCW contract employees, 2 temporary employees, and approximately 10 summer seasonal staff and interns. The Coastal Reserve Program Manager reports to the Division Director and supervises 6 DCM direct-reports located in Beaufort (4), Kitty Hawk (1), and Columbia (1), and 1 UNCW contract employee located in Wilmington. The Research Coordinator (Beaufort) supervises 2 contract employees (Wilmington). Temporary employees and seasonal staff and interns are supervised by a variety of program staff.

Partnerships for the Coastal Reserve include:

- Federal: NOAA Office for Coastal Management – National Estuarine Research Reserve System; NOAA Beaufort Lab; U.S. Fish and Wildlife Service; National Park Service
- State: DCM; DWR; DMF; WRC; State Parks; Forest Resources; Aquariums; CWMTF; Natural Heritage Program; APNEP; Maritime Museum; Division of Archives and History
- University: UNCW; N.C. State; UNC Institute of Marine Science; UNC Coastal Studies Institute; Duke University; Chowan University
- Local: Local governments; Sheriff's offices; Police departments
- Non-profits: The Nature Conservancy, N.C. Coastal Federation, N.C. Coastal Land Trust; Audubon; Friends of the Reserve; Bird Island Preservation Society; Surfrider; Masonboro.org; Bald Head Island Conservancy
- Local Advisory Committees: Committees for each Reserve site are comprised of partners from the lists above as appropriate for the site and community members.

Stakeholders

- Coastal decision-makers: regulators, planners, natural resource managers, realtors, engineers, elected officials, commissioners
- K-12 teachers and students
- Informal educators
- Researchers
- Reserve site visitors and community members
- General public

Consideration

While the Reserve program could potentially be housed within another department, DEQ appreciates the ability to direct the program as described above, and have oversight of coastal research, extension, staffing, and the general direction of the program. Additionally, it is more efficient to have Division budget and administrative staff supporting the multiple CZMA-funded NOAA grants. Finally, the Division provides a considerable portion of the required match for the Reserve's federal funding through services provided by other Division staff within DEQ. While there are opportunities to collaborate with Coastal Reserves, there are not further efficiencies to be gained in a transfer at this time.

DNCR recognizes there may be opportunities to partner in order to achieve expanded goals and objectives. The cost savings have not been estimated. It may be necessary to conduct more thorough research and extensive discussion to determine if Coastal Reserves is more suitable within DNCR. Currently, DEQ is capable and willing to manage Coastal Reserves. Since Coastal Reserves division's purpose strategically aligns with the mission and vision of the NC State Parks within DNCR, the two divisions can certainly connect to identify cross programming, cross marketing and other ways to partner without having to endure an organizational change.

The transfer of the NC Coastal Reserve Program to DNCR is not recommended at this time.

(3) Office of Land and Water Stewardship

The Office of Land and Water Stewardship has been eliminated within DEQ. DNCR requested to use the title, Division of Land and Water Stewardship to incorporate the Clean Water Management Trust Fund and the Natural Heritage Program that were both transferred to DNCR. DEQ approved.

Since the Office of Land and Water Stewardship has been eliminated, no additional action is required.

(4) All or a portion of the Office of Environmental Education and Public Affairs

The environmental education section of the Office of Environmental Education and Public Affairs aligns with the core mission of the N.C. Department of Environmental Quality to protect North Carolina's environment. The environmental education section's mission is to encourage, support and promote environmental education programs, professional development, facilities and resources in North Carolina to increase environmental literacy and stewardship of natural resources through community involvement, innovative partnerships and collaboration.

Being located in the Department of Environmental Quality's public affairs office allows the environmental education section to serve as a statewide clearinghouse for environmental education and enables it to focus on its core missions of providing a statewide environmental education professional development program; promoting environmental education programs, facilities,

materials, grants, jobs and careers; and serving as a liaison to the Department of Public Instruction and with the non-formal education community in the state.

The environmental education section has a large, established statewide constituency that consists of a wide variety of interests, including teachers, a variety of non-formal educators, local and state agencies, nonprofit organizations, colleges and universities, the business community and public educational facilities. The environmental education's section promotes the state's environmental educational programs and facilities and encourages quality, standards-based environmental education through our certification program, website, email lists, blogs and active social media.

The office works closely with the Albemarle-Pamlico National Estuary Partnership; the Divisions of Water Resources, Air Quality, Coastal Management, and Marine Fisheries; the Wildlife Resources Commission and N.C. Geological Survey on publications, grants, professional development and promotion of educational opportunities. The environmental education section also works closely with the Department of Environmental Quality's creative services staff, as graphic design and illustration are critical to the services the section provides. We also work with educators in many other agencies including the Department of Natural and Cultural Resources, the Division of Soil and Water Conservation and the N.C. Forest Service in the Department of Agriculture and Consumer Services. The office also stays in close communication and coordinates with staff at the Department of Public Instruction on providing quality environmental science and related content and programs.

There are three employees in Environmental Education; an Education Development Coordinator, an Education Development Consultant, and one temporary employee.

Consideration

This Environmental Educational staff of three employees within DEQ servicing the community in education for the benefit of NC's Environment is aligned with the efforts already underway within DEQ and within DNCR. The Department of Natural and Cultural Resources focuses on education and partners with the Department of Public Instruction for nonformal education for Arts, History, Libraries and now Nature. Each one of the divisions' mission includes an education component in line with the strategic goals. Efforts are coordinated by a department wide office of Education and Outreach. Based on information provided above, these individuals work with DEQ, DNCR and Agriculture. Expanded collaborations could be considered to strengthen the educational mission of all agencies for the benefit of educating NC citizens on protecting the environment.

The transfer of the Environmental Education Division to DNCR is not recommended at this time.

(5) Division of Marine Fisheries

The mission of the Division of Marine Fisheries (DMF) is regulatory in nature, to ensure sustainable marine and estuarine fisheries and habitats for the benefit and health of the people of North Carolina through sound scientific monitoring and analyses. As a regulatory agency, in part, DMF's place in Department of Environmental Quality (DEQ) is well founded. DMF works closely with the

DEQ divisions of Coastal Management and Water Resources and their regulatory commissions to develop and implement the Coastal Habitat Protection Plan as required in the Fisheries Reform Act of 1997. The goal of these plans is to ensure there are enough mature fish in a population to produce the offspring needed to perpetuate the population and that healthy habitats are there to support them. These plans are based on science and set out long-term management strategies for all of the state's significant coastal fisheries. Developing fishery management plans requires scientists to perform stock assessments that use the information collected by biologists and technicians, who conduct fish-house and on-the-water sampling. DMF works closely with multiple divisions to protect public health through water quality testing, classifications, and shellfish sanitation. Finally, they have close ties with Coastal Management, co-located in Morehead City, to comment on fisheries impacts from permitted development and share positions for Human Resources and permit reviews.

The Division has 9 sections; fisheries management, marine patrol, resource enhancement, public affairs, administrative services, maintenance services, license & statistics, habitat protection, and information technology. Below is a chart showing each section and describing its function.

DMF Sections

Fisheries Management	The Fisheries Management Section houses the majority of the DMF's biologists and is responsible for conducting fisheries and gear research, resource monitoring, and collection of biological information. This work is carried out in four coastal districts, which separate the state's uniquely different fisheries. This section also administers the popular Saltwater Tournament and the Governor's Cup Conservation Billfish Tournament series.
Marine Patrol	The Marine Patrol Section has officers that work in three law enforcement districts along the coast. It is their job to ensure compliance with conservation regulations and protect the state's fisheries resources. Officers also inspect seafood houses, fish dealers and restaurants that buy or sell North Carolina seafood. This mission is accomplished with boats, fixed-wing aircraft and patrol vehicles.
Resource Enhancement	The Resource Enhancement Section manages shellfish resource development, habitat enhancement, shellfish mapping, shellfish leasing and shellfish disease work. This section additionally manages the popular Artificial Reef Program with 39 ocean sites and seven estuarine sites, North Carolina has one of the most aggressive reef programs in the country.
Public Affairs	The Public Affairs Section is responsible for the distribution of information about DMF activities and oversees an educational outreach to user groups and the general public. Also included in this section are photography services, graphic design and the agency's web site.
Administrative Services	The Administrative Services Section oversees personnel management for approximately 280 permanent and temporary employees and manages the DMF's annual budget. Additionally, this office is responsible for job recruitment, employee training and development, purchasing and procurement and administration of state policies, procedures and guidelines.
Maintenance Services	The Maintenance Services Section provides support for the day-to-day operations of DMF facilities, including property management, phone services, and boat and vehicle maintenance and repair.
License & Statistics	The License and Statistics Section collects, processes, and conducts economic analyses on commercial and recreational fisheries catch statistics, and is responsible for the sale of fishing licenses and issuance of agency permits at all DMF offices. This section also administers the Marine Fisheries Commission's license eligibility process.

Habitat Protection	The Habitat Protection Section is responsible for the development of Coastal Habitat Protection Plans to conserve and protect important marine fisheries habitat. This section is also responsible for the administration of the Public Trust/Submerged Lands Program.
Information Technology	The Information Technology Section manages the DMF's technology capabilities and the Fisheries Information Network, which links all DMF databases. Computer training, upgrading computer hardware and software, the Local and Wide Area Networks, the Geographic Information Systems and database management, are all part of this sections duties.

DMF has many of the same federal, regulatory partners as DEQ (e.g., EPA, FDA, NOAA, USFWS, Corps of Engineers, etc.) that allow inter-divisional information exchange and streamlining of comments. DMF is also highly dependent on the legal expertise contained within the DEQ office of the General Counsel and the Public Affairs expertise within DMF and DEQ. In sum, we believe the mission, vision, and needs of the DMF align far more closely with DEQ than the new DNCR.

Consideration

DMF has many of the same federal, regulatory partners as DEQ (e.g., EPA, FDA, NOAA, USFWS, Corps of Engineers, etc.) that allow inter-divisional information exchange and streamlining of comments. DMF is also highly dependent on the specialized legal experience contained within the DEQ Office of the General Counsel and the Public Affairs expertise within DMF and DEQ. In sum, the mission, vision, and needs of the DMF align far more closely with DEQ than the new DNCR.

The transfer of the Division of Marine Fisheries to DNCR is not recommended.

(6) Wildlife Resources Commission

The Wildlife Resources Commission and the Division of Water Resources and the Division of Marine Fisheries within the Department of Environmental Quality are regulatory programs that work closely with each other to carry out their missions. The missions of these programs are regulatory in nature and align with one another. Some examples of critically aligned functions of these agencies include:

- 1) The Division of Water Resources is required by rule to develop and implement plans and rules that protect federally-listed threatened and endangered aquatic species, which is a critical function involving the participation of the Wildlife Resources Commission, the Division of Marine Fisheries, the Division of Water Resources as well as federal agencies at times. Keeping these Divisions aligned under the Department of Environmental Quality and in close coordination with the Wildlife Resources Commission is critical for maintaining the functional results of these efforts and for streamlining interactions at the federal level when necessary.
- 2) The mission of the Division of Marine Fisheries and the Division of Water Resources is also aligned in the NC Coastal Habitat Protection Plan which also brings in their authorizing Commissions: Marine Fisheries Commission and the Environmental Management Commission. These alignments are critical reasons to keep these agencies in the Department of Environmental Quality.

The Vision of N.C. Wildlife Resources Commission is providing safe, comprehensive, effective and efficient fisheries, wildlife and boating programs that:

- Conserve the diversity and abundance of the State's wildlife resources.
- Provide diverse opportunities for all citizens regardless of age or physical abilities to access and enjoy hunting, angling, boating and other wildlife associated experiences.
- Demonstrate to the citizens of North Carolina through education and communication the critical role of wildlife management in sustaining the quality of our wildlife resources and their habitats.
- Sustain working lands and their associated wildlife communities.
- Have a strong and unequivocal statutory base that supports constituent needs and agency sustainability.
- Feature strong partnerships with other natural resource entities to complement the mission of the N.C. Wildlife Resources Commission and leverage resources to achieve that mission.
- Are financially secure through diverse, dedicated and ample funding.
- Are based on sound science.

The Mission of the Wildlife Resources Commission is to conserve North Carolina's wildlife resources and their habitats and provides programs and opportunities that allow hunters, anglers, boaters and other outdoor enthusiasts to enjoy wildlife-associated recreation.

Consideration

The Department of Natural and Cultural Resources (DNCR) recognizes opportunities to partner with the Wildlife Commission for cross programming and cross marketing due to the shared interests in the outdoors. There is very little evidence of efficiencies to be gained by a reorganization that would require this commission to move into DNCR. The teams within DNCR's division – NC State Parks and Recreation are already starting to partner with the Wildlife Commission. An upcoming example includes a joint family fishing event at Jordan Lake in Wake County on April 2nd. Leadership within both organizations have discussed creating brainstorming sessions to generate new ideas for future partnerships. Specifically, teams from the NC State Parks and the Wildlife Commission have direct and natural ties, but other divisions who focus on engaging audiences to experience state destinations may also find ways to create innovative programming and to promote one another's venues and experiences to generate visitation. Other opportunities for collaboration includes the consideration of engaging DNCR in the newly formed Outdoor Heritage Advisory Council.

The transfer of the Wildlife Commission to DNCR is not recommended.

Appendix A

	Former DCR Divisions 2015-16	Divisions Transferred to DCR 2015-16	DNCR FY 2015-16	% Increase to Dept.
General Fund Operating Budget	\$64,964,320	\$98,957,331	\$163,921,651	152%
General Fund Receipts ⁴	\$8,912,871	\$19,297,198	\$28,210,069	217%
Special Revenue Funds (Receipts)	\$3,388,597	\$42,852,866	\$46,241,464	1265%
Enterprise Funds (Receipts)	\$3,926,360		\$ 3,926,369	0%
# of Capital Improvement Projects	45	100	145	222%
Capital Projects - Cash Balances	\$18,042,666	\$25,818,832	\$40,405,621	143%
Capital Assets	\$326,473,170	\$662,618,526	\$989,091,696	200%
Number of Permanent Appropriated ¹ Employees	672.35	960.33	1,632.68	170%
Number of Permanent Receipt ² Supported Employees	128.95	96.17	225.12	75%
Number of Temporary Appropriated ¹ Employees	-	301.08	301.08	
Number of Temporary Receipt ² Supported Employees	80.50	265.75	346.25	330%
# of Grants Awarded by the Department	504	145	649	29%
\$ Amount of Grants Awarded by the Department	\$25,328,297	\$30,429,336	\$55,757,633	120%
E-Procurement and Direct Pays ³ Amounts ⁴	\$2,982,843	\$21,957,405	\$24,940,248	736%
E-Procurement and Direct Pays ³ - # of Purchases ⁴	5,000	28,843	33,843	577%
# of Contracts ⁴	272	136	408	50%
Number of P-Cards ⁵	111	448	559	404%
Credit Card Processing Accounts	21	12	33	57%
Number of Bank Accounts	104	44	148	42%
Total Fixed Assets				
Vehicles	58	891	949	1536%
Acres of Land	4,859	229,403	234,261	4722%
Buildings and Structures	366	1,461	1,827	399%
Number of Support Groups	43	33	76	77%